Human Resource Management

Today and Tomorrow

EEO Conference

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(Civilian Personnel Policy)

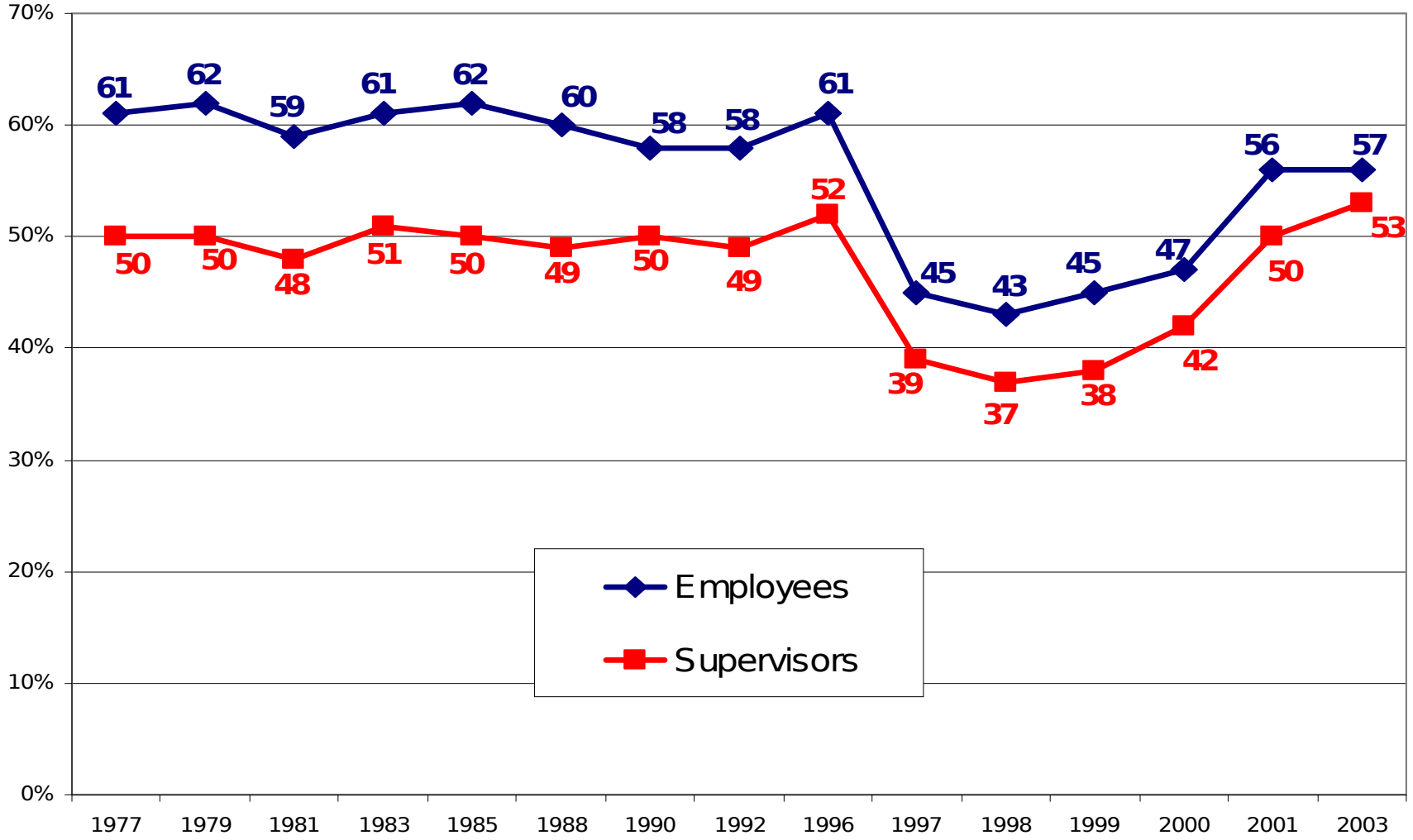
March 29-30, 2004

Maximizing Human Potential To Meet The Army Mission

Significant Civilian Issues

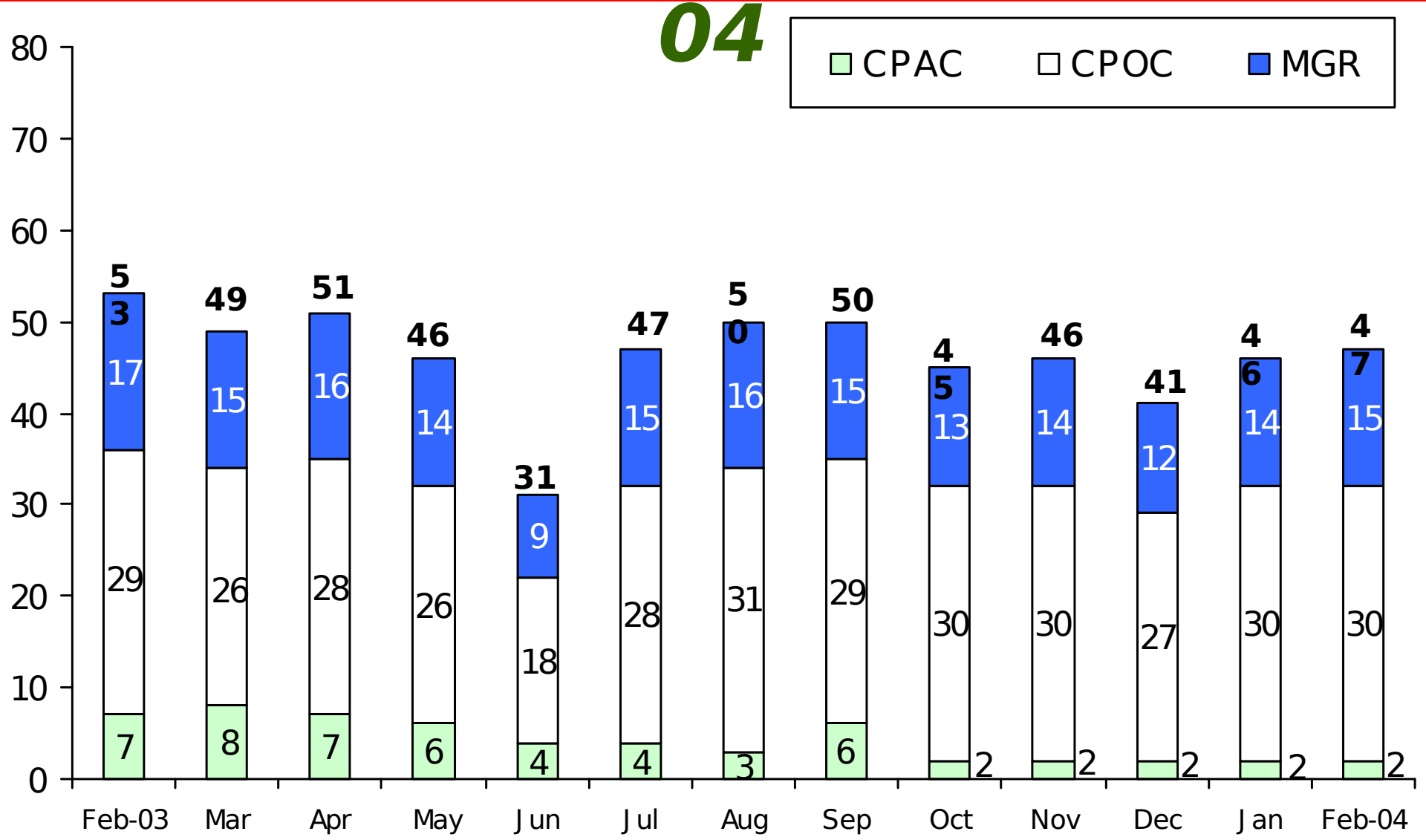
- Where We Are Today
- Army Training & Leader Development Panel (ATLDP – Civilian Study)
- Senior Army Workforce (SAW)
- Human Resource Integrated Process Team
- National Security Personnel Systems (NSPS)

Armywide Trends in HR Customer Satisfacti



Source: Army Civilian Attitude Survey - 2003

Fill Time Split – Feb 03 to Feb 04

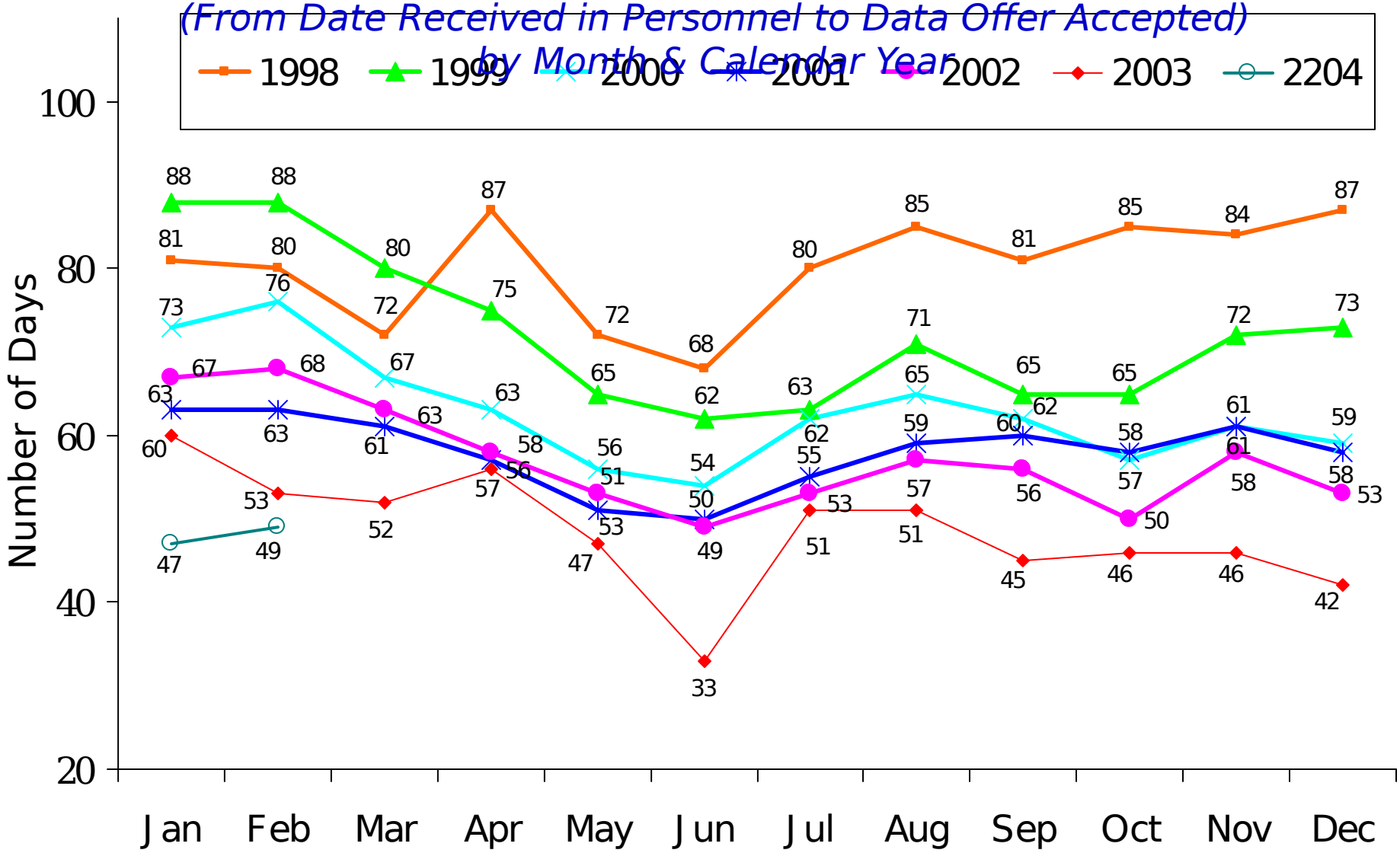


ACTIONS 5597 5647 5854 6339 9222 5971 6791 5970 5163 5150 5988 5431 5954

As of Feb 04

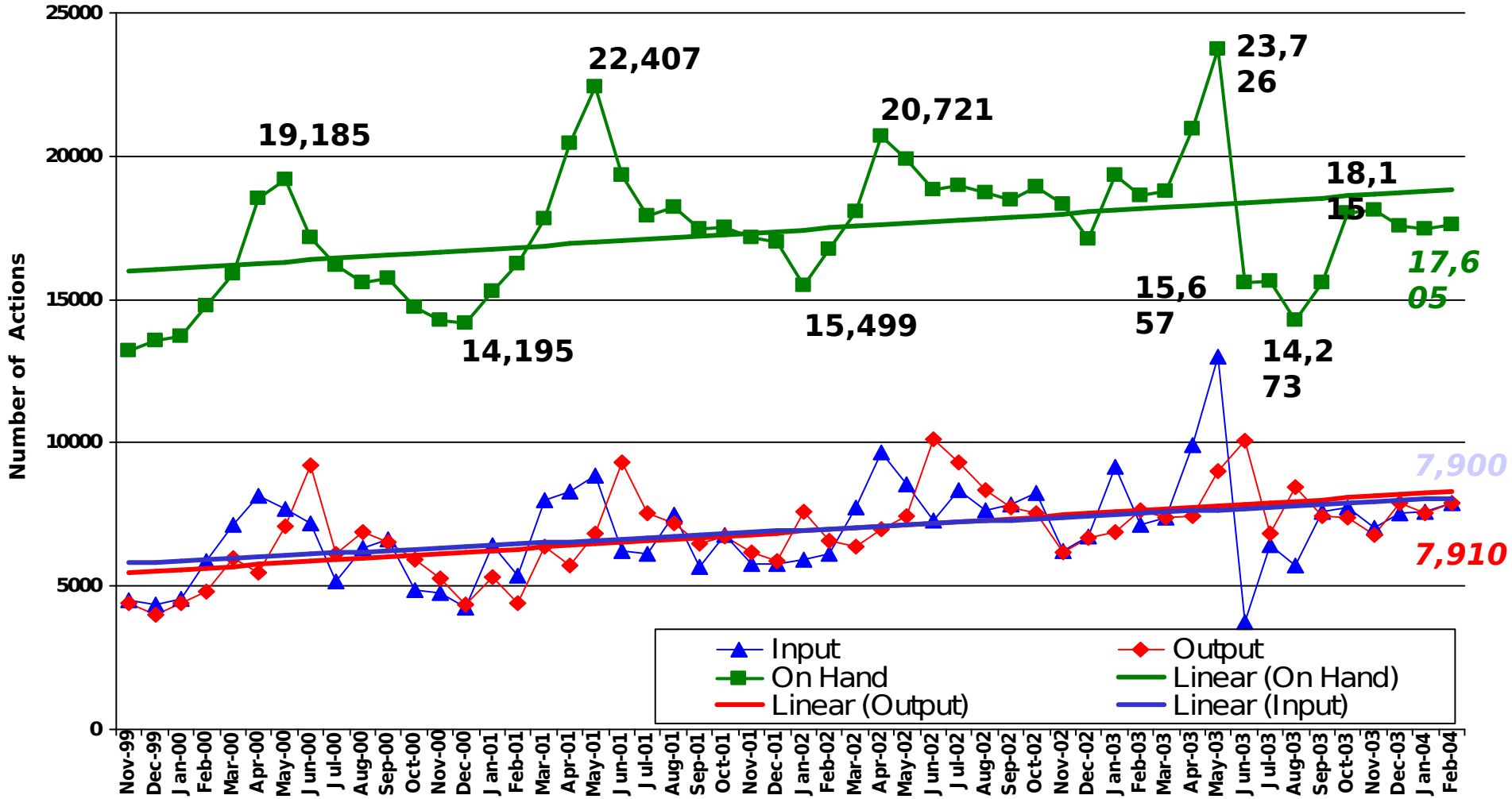
Average Number of Calendar Days to Fill Positions

(From Date Received in Personnel to Data Offer Accepted)
by Month & Calendar Year



Source: CPOCMA Productivity Book
As of Feb 04

Monthly Input/Output/Backlog in CPOCs



Source: CivPro, Book I, Slides 3, 6&7
Updated: 9 Mar 04
N.B. Backlog data adjusted back to Oct-97

Jun Input and Backlog dropped dramatically in preparation of M2M

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ATLDP

- **IPAT convened in Apr 03**
  - **Consolidated report completed – Oct 03**
  - **Army Civilian Corps replaced DAC (Department of Army Civilians)**
  - **Army Civilian Corps merges with military teammates**
  - **Civilian Creed has been developed**
  - **Civilian Handbook (shares mil & civ cultures)**
  - **Proponency moved to G-3 from G-1**

SAW - Program Update

- **Nov 00 – Oct 01**
  - Design Team meeting
  - Career Program analysis
  - Workforce planning and analysis study
  - Competency & performance management development
- **Nov 01 – Oct 02**
  - Civilian Career Management analysis
  - Functional and Leader competency development
  - Pay banding system design
  - SAWMO Mission, Function, Structure development
  - Draft SAW Policy Regulation
- **Nov 02 – May 03**
  - Initial Career Track development
  - Draft SAW Procedures
  - Leader Competency Development Workshop
- **Jun 03 – Present**
  - Policy/Procedure refinement
  - ASA (M&RA) off-site
  - SAWMO @ IOC
  - Focus Group Meetings
  - Concept approval

Proposed Career Tracks

INSTITUTIONAL SUPPORT	LOGISTICS & ACQUISITION	INFORMATION MANAGEMENT	ENGINEERS & SCIENTISTS	MEDICAL SUPPORT
Subtrack 1 Human Capital, Fin & Manpower Mgmt	**Subtrack 1** Contract & Indus Contract Property	**Subtrack 1** Information Technology	CP16 E &S (NC)	CF 53 Medical
CP10 Civilian Human Resource Mgmt	CP14 Contracting	CP34 Information Technology	CP18 E&S (R&C)	
CP11 Comptroller	**Subtract 2** Life Cycle Logistics	CP34A (IT)		
CP26 Manpower & Force Mgmt	CP 13 Supply Mgmt	CP34B (Telecom)		
CP28 EEO	CP17 Materiel Maint Mgmt	**Subtrack 2** Library & Records Mgmt		
CF29 Executive Asst (BASOPS)	CP24 Transportation Mgmt	CP 34D Library Mgmt		
CP31 Education Services	**Subtrack 3** Production, Quality and Man	CP34E Records Mgmt		
CP 50 Military Personnel Mgmt	CP15 Q&RA (1910)	**Subtrack 3** Public Affairs		
Subtrack 2 Training	CP14 (1150)	CP22 Public Affairs		
CP32 Training and Warfighting Dev	**Subtrack 4** Ammunition Surveillance	CP34C Visual Information		
Subtrack 3 Infrastructure & Sec	CP20 Qualify Assurance	CP34F Printing & Publication		
CP12 Safety	CP33 Ammunition Mgmt	**Subtrack 4** Intelligence		
CP19 Physical Security & Law Enf		CP35 Intelligence		
CP27 Housing Mgmt				
CP29 Exec Asst (BASOPS				
Real Estate				

SAW Central Component 1

- *Central Management/Selection*
  - Administered by SAW Management Office aligned under HR command
  - Functions similar to Officer Personnel Management Directorate (OPMD)
  - Boards conducted for accession and promotion
  - Training, professional development, and assignment decisions made with an Army-wide view

SAW Central Component 2

- *Training and Development*
  - Formalize civilian leader core curriculum (ATLDP Phase IV Recommendation)
  - Career Maps – standards for development like in DA Pam 600-3 (Commissioned Officer Development and Career Management)

SAW Central Component 3

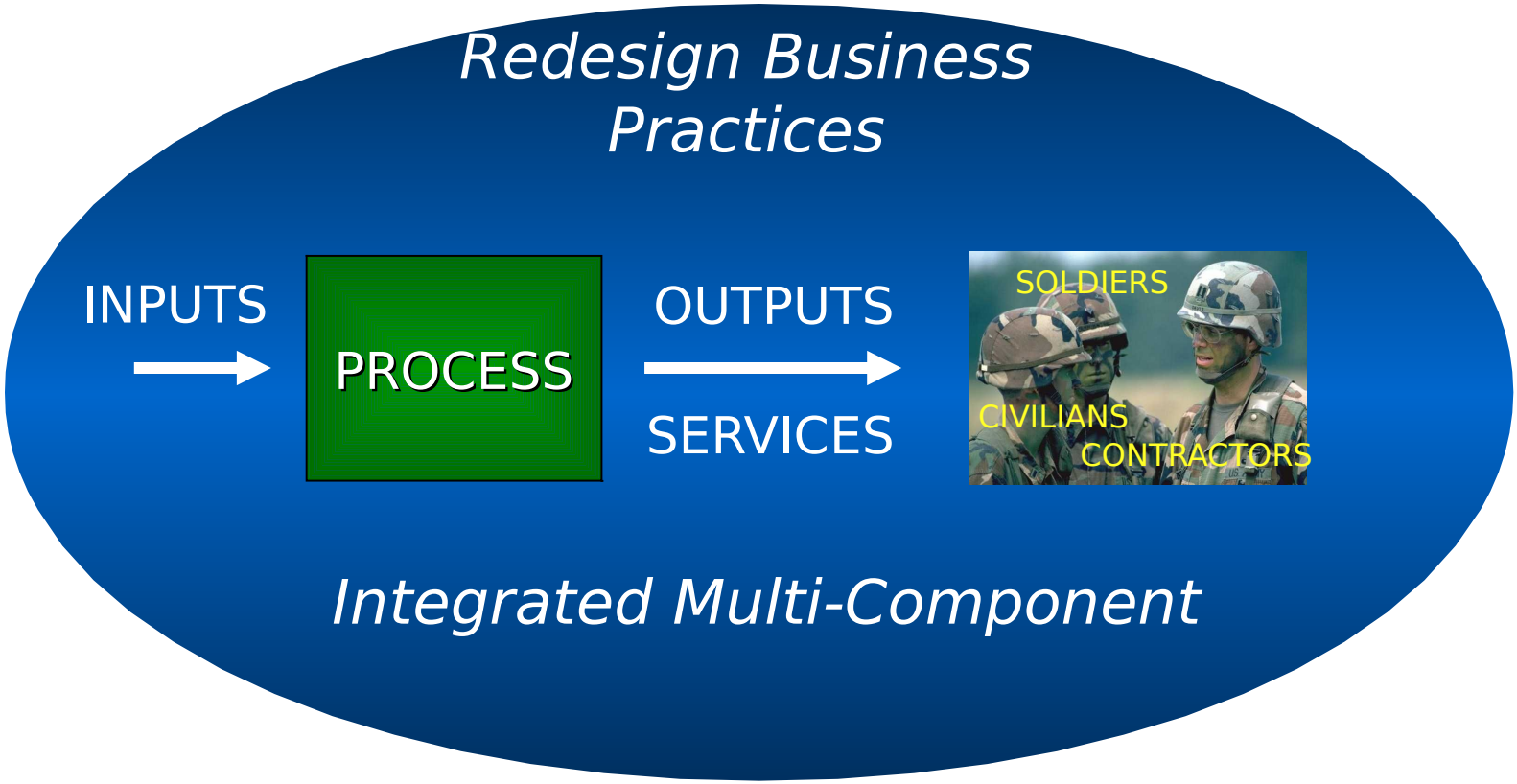
- *Multifunctional Career Tracks*
  - Broaden civilian leader skill sets through
    - ✓ Education
    - ✓ Training
    - ✓ Experience
  - Career Program specialties grouped under broader tracks

- **Institutional Support**
- **Logistics & Acquisition Management**
- **Medical Support**
- **Engineers & Scientists**
- **Information Management**

SAW Central Component 4

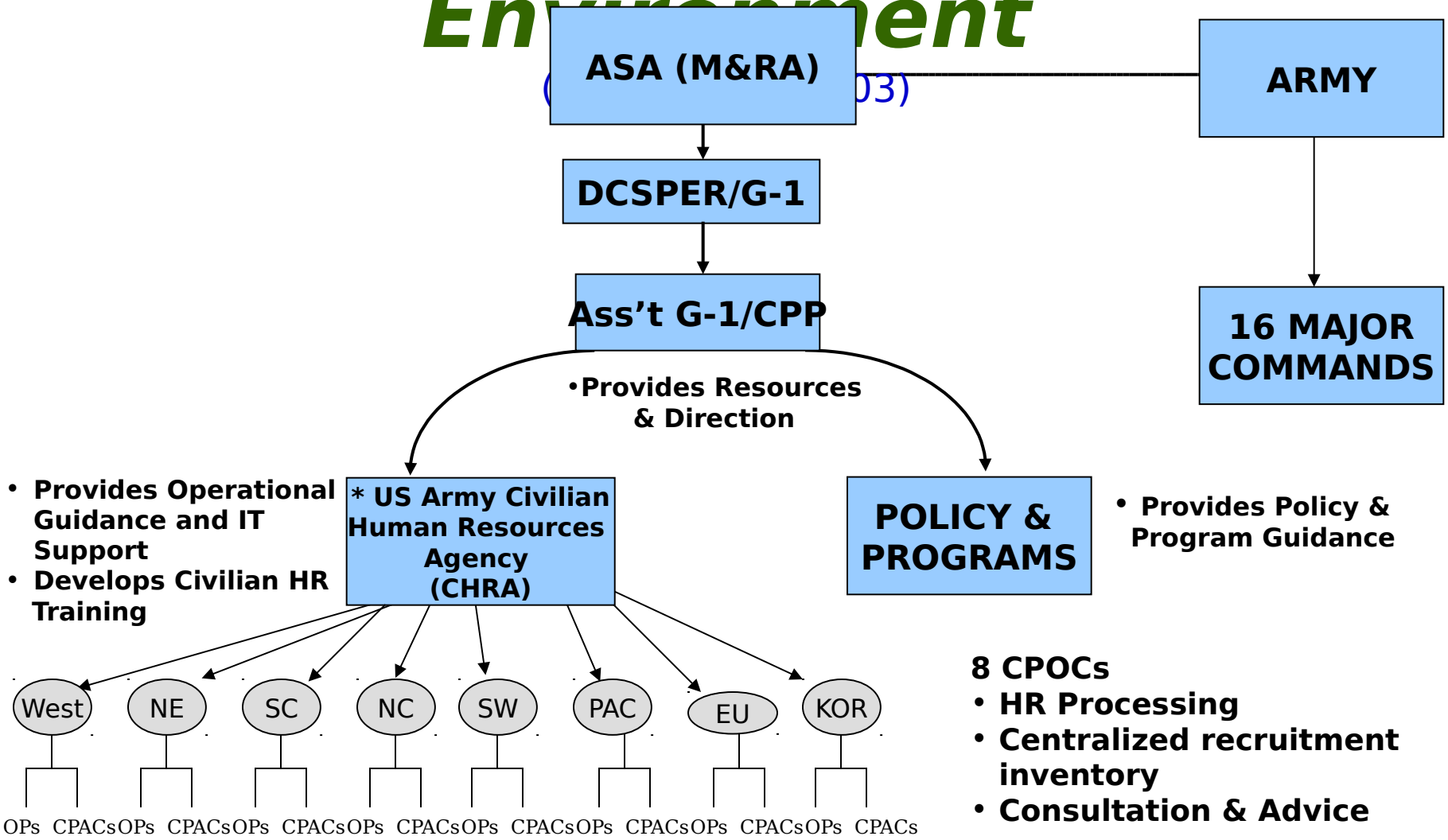
- *Competency-based vs. Position-based*
  - Allows for the shaping of the workforce based on future Army needs rather than today's crisis
  - Members selected and assigned based on possession of competencies rather than an individual position description

HR IPT Concept



Transforming into a Most Effective Organization -- network centric, knowledge based, people focused, Human Resources Organization

Army HR Environment



8 CPOCs
- **HR Processing**
- **Centralized recruitment inventory**
- **Consultation & Advice**

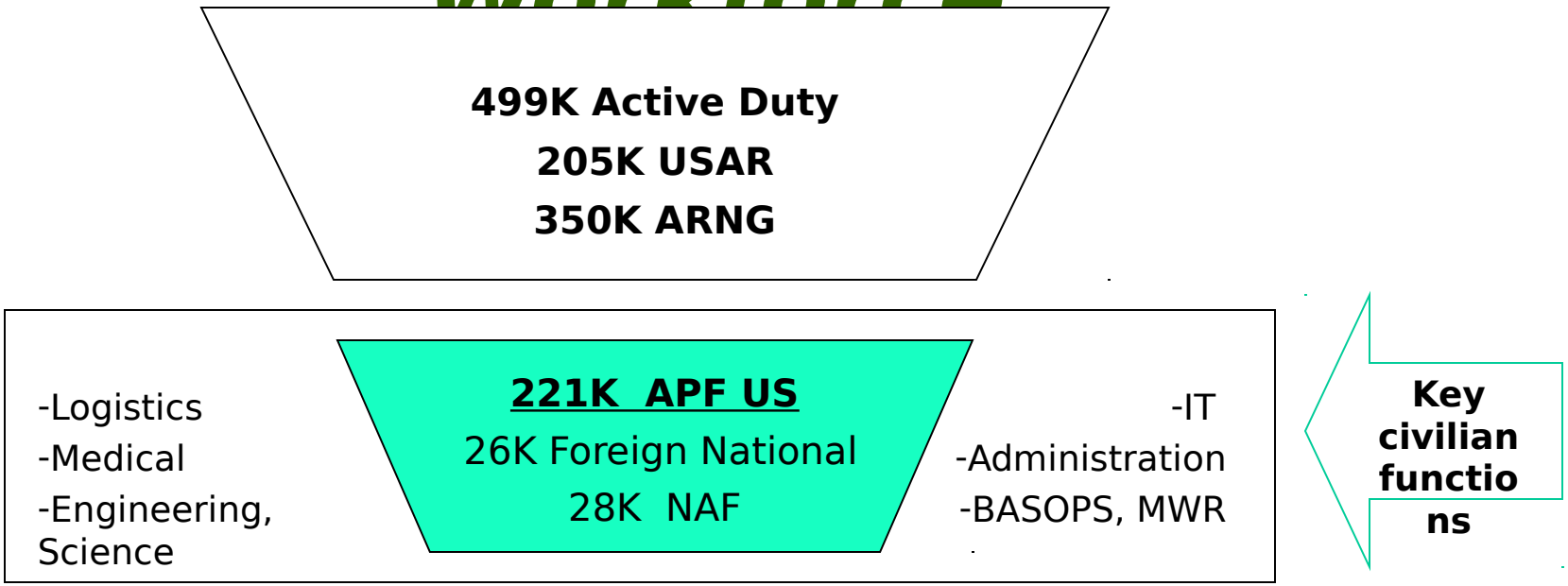
105 CPACs
- **Customer Focus**
- **Consultation & Advice**

***CHRA aligns under new HR Command NLT FY 05**

NSPS

- Background
- Key provisions of NSPS legislation
- Relationship to existing civilian personnel system
- Summary

NSPS
The Army Civilian Workforce



US Civil Service

Intelligence HR system

MANY DOD CIVILIAN HR SYSTEMS

Acquisition Demo

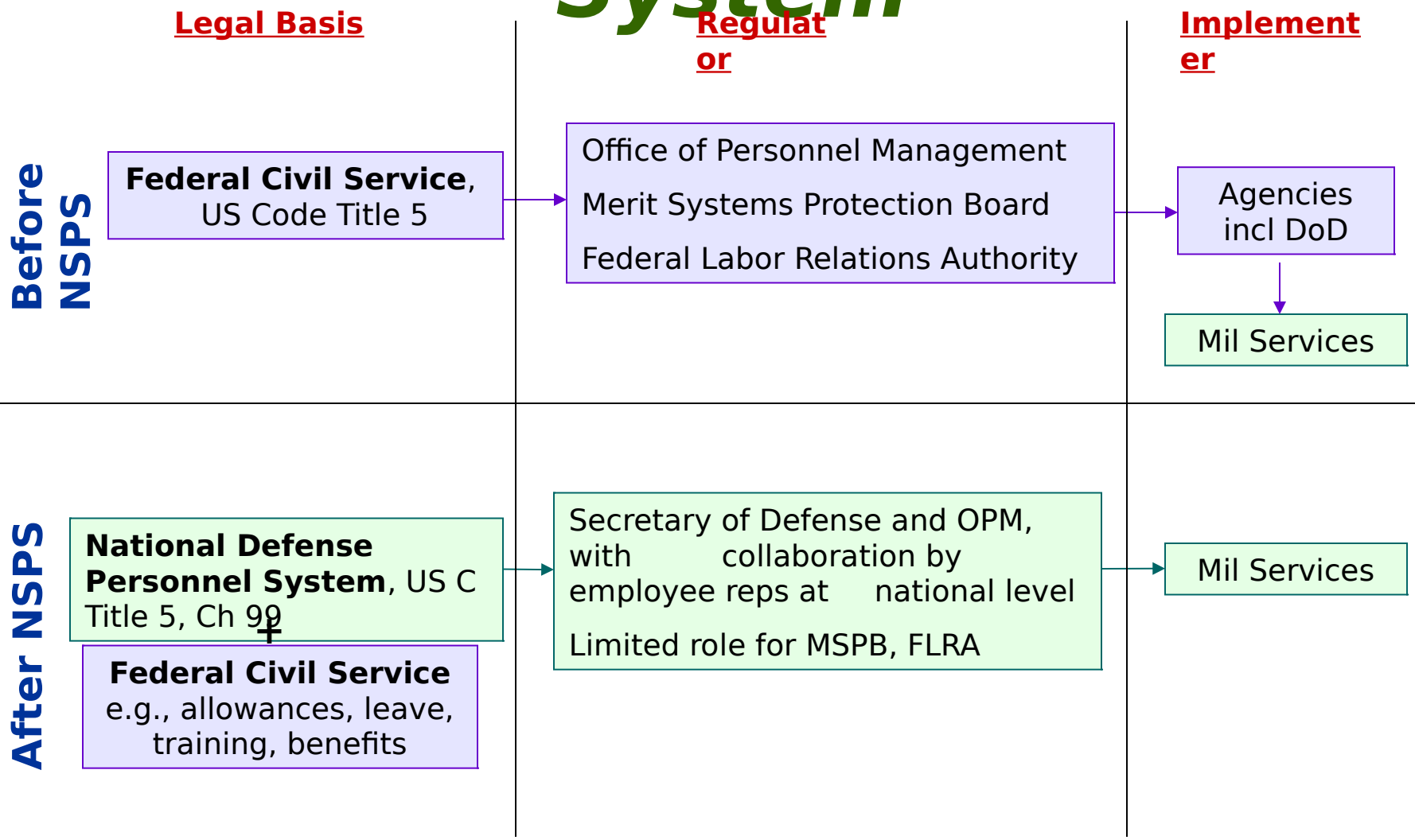
5 Laboratory Demos

6 main FN systems
DoD NAF HR system

NSPS Overview

- **Authority for DoD civilian personnel system: flexible, contemporary, streamlined**
  - **What NSPS is: Enabling legislation to develop a DoD Human Resources System**
  - **What NSPS is not: A fully developed Human Resources System**
- **Preserves merit systems principles and veterans' preference - in law**
- **Cannot waive or modify prohibited personnel practices**
- **Addresses collective bargaining**

NSPS
Building the Civilian HR System



Big Picture

NSPS

No Change from Title 5:
- Merit system principles
- Rules against prohibited personnel practices
- Benefits
- Allowances and travel/ subsistence expenses
- Training
- Leave and work schedules
- Other personnel systems in law
- Current Lab Demos until FY 08
- Anti-discrimination laws

BP Concepts:
- Pay Banding (GS/WG)
- Staffing (internal/external)
- Reduction in force
- Pay for Performance

In Development:
- Labor relations
- Employee Appeals
- Training
- Marketing/Communication

NDAA Provisions
- VERA/VSIP authority
- Reemployed Annuitants
- SES pay system
- Experts

Continuing Responsibility for Component Policy and Execution:

- Human resource management - Leader Development - Support tools
- Work life programs - Mobilization and deployment - Workforce diversity - Reorganization planning - Career management - Workforce planning/Strategic recruiting

A System in Transformation

Function	Current System	NSPS Concept
Structure	**Rigid job classification structure: GS system has 15 grades/8-9 grade levels for an occupation. Employee works within job grade level or else competes for promotion.**	**Banded to 3-4 levels. Employee works to capability within broader range of mission needs. Fewer competitive promotions.**
Acquire	**Selection forced from ranked list of candidates. 200 appointing authorities.**	**Best/Highly qualified/Qualified group ranking: select from within highest group. Simpler, fewer appointing authorities.**
Distribute	**Assign work/reassign employee within narrow, rigid job grade level.**	**Assign range of work/reassign employee within broad job level.**
Sustain	**Highly structured, rule driven pay within each grade and its pay steps. Performance appraisal has little impact on pay or career progression.**	**Manager/employee influence. Pay is contribution based and market sensitive. Appraisal is central to pay determinations and progression.**
Separate	**Reduction in force: main factor length of service.**	**Reduction in force: stronger role for performance.**

BOTTOM LI

civilians

- Demands significant leader involvement

BP/NSPS Program Approval Process Status

BP/NSPS Program Areas	OSD Development	Army Executive Review	OPM Coordination	Union Collaboration	Training Aids	Fielded
BP Operating Guide	working		N/A			
NSPS Operating Guide	working		N/A			
Labor	completed	completed	working	working		
Pay Banding	completed	completed	working as of 1 March			
Pay for Performance	completed	completed	working as of 1 March			
Staffing	completed	completed	working as of 1 March			
RIF	completed	completed	working as of 1 March			
Appeals	working		MSPB consultation			

3-week pause

Limited ability for Army to proceed without approved system

NSPS Strategic Engagement Plan

- Charted by the Senior Leader Review Group (SLRG) to address:
  - Overarching Integrated Product Team (OIP)
  - Requirements
  - Process
  - Personnel
  - Communications
  - Program

- Approach
  - Three week pause
  - Form integrated teams to answer SLRG issues
  - Seek SLRG concurrence
  - Stand up comprehensive program management office to implement

NSPS -- In Summary

- Monumental change: bigger than Civil Service Reform Act of 1978
  - All management officials including military supervisors of civilians, career field proponents, institutional schools
  - Most DoD civilian employees
  - Most DoD/Army civilian HR rules, policies, business processes, IT tools
- Historical opportunity; significant challenges

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